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13 February 1984

MEMORANDUM FOR: Executive Assistant, OC

FROM: 

Chief, Networks Operations Branch, OC-FND/SOG

SUBJECT: CIA Goals and Principles 

REFERENCE: OC-M84-082


1. Without question, the primary goal of the CIA should be production of an intelligence product that is highly accurate, timely, and above all, meets the needs of our various community customers. We have become increasingly adept at data/information collection, the volume of which is growing almost exponentially.


2. The Agency has, in a manner of speaking, lost its sense of identity. This phenomenon has manifested itself mainly in the support elements as opposed to the DO clandestine service. Many employees do not view themselves as intelligence officers but as "personnel," "communicator," or "logistician." They do not readily identify with the Agency's goal of intelligence collection and production, an essential element critical to the success of any organization. Many have in fact, forgotten whom they work for. The operating elements are frequently faced with dynamic and fast breaking events. It is imperative we streamline our support elements to meet these situations and untangle ourselves from the ever increasing bureaucratic restraints, many of which are self-imposed.

3. I believe that the quality of our employees surpasses virtually all other government organizations. Most subscribe to a work ethic that is unique in the federal system. Honesty and integrity are the principal traits we should seek, and which must be clearly exemplified by all levels of CIA management. Recruitment should focus on the aggressive and outgoing individuals. People who want a "career" rather than just a "job" should be at the top of our list. They should be risk takers, a characteristic which appears again and again in the large corporations.


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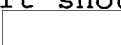
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25X1 SUBJECT: CIA Goals and Principles 

4. In managing our employees, candor and respect for the individual's dignity are essential. We must be willing to allow employees to make mistakes, which is not to be unexpected when individuals push themselves to the limit, and sometimes beyond. Risk taking is widely advertised as a desirable trait in the CIA, yet more often than not, many of our managers seem unwilling to accept the consequences of such actions. Do your homework, be decisive, and get the job done. 

5. Much of the intelligence product serves little purpose unless we can contrast it with the moods, perceptions, and attitudes of world leaders, both political and military. Additionally, CIA must develop a much more effective ability to impart information of this nature to our own domestic leaders.



6. Our Agency and its employee are unique. We must retain this feeling of uniqueness and must not permit CIA to develop into a nine to five bureaucracy. Our product will be a reflection of the standards set and the types of people employed. Given the mood of the Administration and the Congress at this point in time, it would appear we have the opportunity to make CIA what it should be, an opportunity that may not come again for some time. 



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